

2006 BUSINESS PLAN



*Orange County
Department of
Child Support Services*

Jan Sturla, Director

January 2006



VISION:

*Partnering with
parents to
achieve family
self-sufficiency*

MISSION:

*To enhance the quality of life
for children and families
by establishing and
enforcing court orders for
the financial and medical
support of children in an
effective, efficient and
professional manner*





ORANGE COUNTY DEPARTMENT OF
CHILD SUPPORT SERVICES
JAN STURLA, DIRECTOR

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DEPUTY DIRECTOR
ADMINISTRATIVE SERVICES

Dear Colleague,

Calendar Year 2005 presented many challenges for the Orange County Department of Child Support Services. Although the Department collected and distributed a record \$178.3 million, a decreasing budget and increasing costs resulted in a reduction of staff. Decreased resources elevated the need to be more effective and efficient in performing core services. During 2005, "I make a difference at CSS!" was the motivational theme and staff heeded the call.

In addition to a \$6.2 million increase in distributed net collections, performance records were achieved in the percentage of current support collected as well as the percentage of cases with a court order for support. Collections per case also reached an all time high of \$1,813 in 2005.

Technology continues to provide the Department with opportunities for efficiencies and improved customer service. The Department recently implemented client file imaging, enhanced desk top trainings, direct deposit for clients, and electronic fund transfers for employers. A telephone application was implemented for the Telephone Assistance Service Center to direct inbound calls more efficiently and a call-back feature was added to improve customer service by reducing wait times. With the implementation of the California Child Support Automation System (CCSAS), technology will continue to be a critical service delivery component.

Strategic Operational Planning was a primary focus in 2005. Four objectives were identified and will serve as the planning foundation for the future. These strategies focus on how to approach business decisions, hiring and developing the right people, strategically re-designing operations, and participation in the development of CCSAS.

The Department remains committed to a vision and mission that reflect our commitment to the children and families of our community. Helping families achieve and maintain self-sufficiency is our greatest contribution. I thank our dedicated staff for their hard work and genuine concern for the welfare of our community's children. They truly have and will continue to make a difference.

Sincerely,



Jan Sturla, Director

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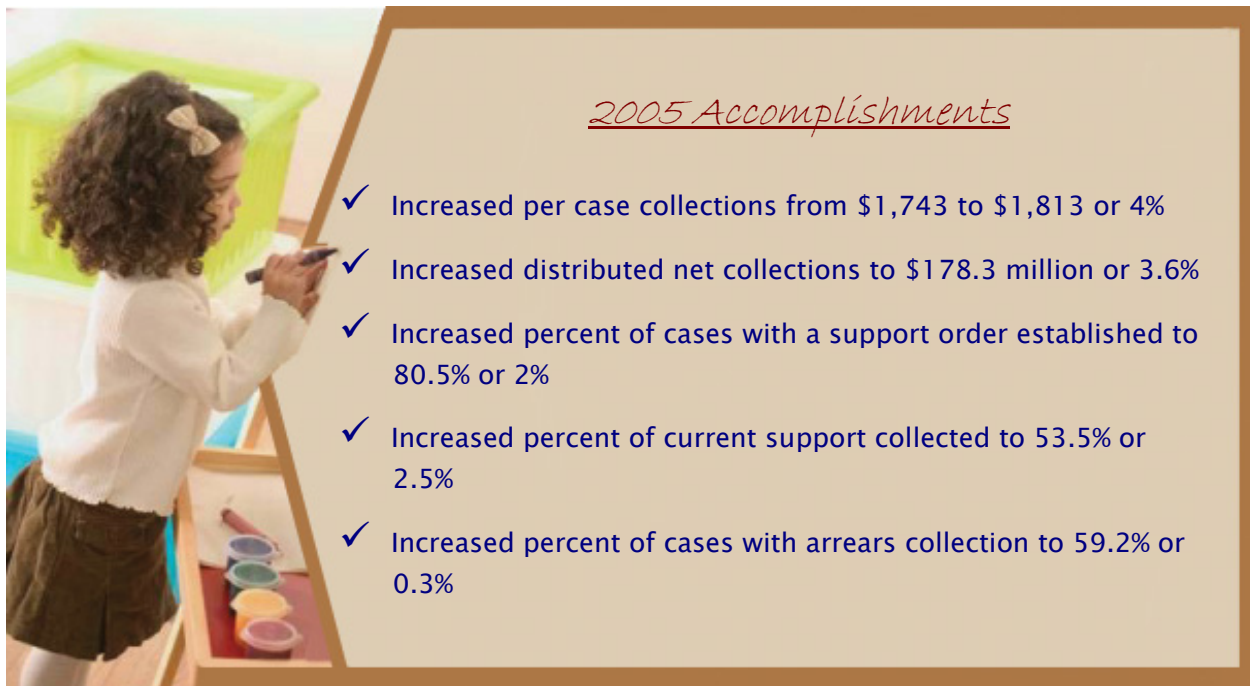
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EXECUTIVE SUMMARY

The Orange County Department of Child Support Services (CSS) is the county agency mandated by state and federal law to provide child support services in all public assistance cases and in all non-assisted cases at the request of either parent. These services include the location of absent parents, the establishment of paternity, the establishment of a court order for the financial and medical support of the minor children, and enforcement of those orders. All services are provided free of charge.

CSS is a family-first program that is intended to ensure family self-sufficiency by making child support a more reliable source of income. The days of being primarily a welfare reimbursement, revenue-producing service for the federal and state governments are gone. In Orange County, over 94% of all current support collections are now distributed directly to families. CSS has sought to continuously improve the program and its performance through staff engagement, innovative thinking, strategic planning and communication. CSS leads the six largest caseload counties in California in per case collections, percentage of children with paternity established, percentage of cases with a court order established, percentage of current support collected, and percentage of cases with arrears collections.



CSS is funded entirely through state and federal sources. Due to state budget issues, CSS experienced the third straight year of funding challenges. To operate within the state allocation, a vacancy rate between 11–14% was maintained. Notwithstanding reduced staffing levels, the accomplishments of 2005 reflect the dedication and commitment of staff, use of

technology, and the restructuring and re-deployment of staff to focus on the most productive and efficient activities.

Long-term strategic planning efforts began in 2005 with discussions and planning sessions. Four long-term strategic objectives were identified to direct the department's future efforts:

- ✓ Identify strategic operational priorities and align, continuously, with funding.
- ✓ Hire and develop the right people, those who are engaged and competent, for careers in child support.
- ✓ Ensure CSS has and uses a strategic process to review and reinvent the department, if necessary, every 3–5 years based on a current strategic point of view.
- ✓ Actively participate in the development of a single statewide automated child support system.



Two years ago, CSS implemented a short-term planning approach to identify and undertake activities to improve collections and performance. This process was geared to ensuring decisions are made strategically and change is implemented in a systematic manner. Suggestions and ideas come from the staffing ranks. The Performance Improvement Activities Committee was formed to oversee these efforts. When a new idea is suggested or a need for change is identified, steps are taken to further analyze and evaluate the problem and validate the proposed solution.

The State Department of Child Support Services (DCSS) is currently developing the California Child Support Automation System (CCSAS). The first version of this system will be implemented in 2006.

To achieve the 2006 Business Plan goals, CSS will continue its focus on improved customer service, early intervention with clients, strategic planning, staff development, and good communication with employees, clients and business partners.

VISION-MISSION-GOALS

CSS is mandated to provide services pursuant to Title IV-D of the Federal Social Security Act. A child support case must be opened and necessary services provided to any child who receives public assistance, including medical assistance, foster care or CalWORKS cases. If requested, financial and/or medical services must also be provided to any non-assisted custodial or non-custodial parent.



CSS is committed to serving the children and families of the community. Even during these fiscally challenging times, efforts are ongoing to provide staff with the tools and resources to do the best job possible. CSS has sought to continuously motivate staff as well as hire and promote individuals with positive attitudes. CSS staff includes trained family law attorneys and over 300 caseworkers to provide services to our clients.

MISSION
To enhance the quality of life for children and families by establishing and enforcing court orders for the financial and medical support of children in an effective, efficient and professional manner

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VISION
Partnering with parents to achieve family self-sufficiency

CSS is funded entirely by the state and federal governments and does not receive County General Fund revenue. Since 2003, CSS has been required to reduce staff to live within the allocated budget. Despite these challenges, CSS has continued to increase collections and improve performance.

2006 Business Plan Goals

- ◆ Increase Distributed Net Collections to \$181.8 million or 2%
- ◆ Increase Percent of Collections on Current Support to 54.3%
- ◆ Increase Percent of Cases with Arrears Collections to 59.8%

Measures	FFY 05 Actuals	FFY 06 Goals	Percent Growth
Distributed Net Collections	\$178,279,120	\$181,844,702	2.0%
Percent of Collections on Current Support	53.5%	54.3%	1.5%
Percent of Cases with Arrears Collections	59.2%	59.8%	1.0%

Measuring Success

Child support is a ***performance-based social services program***. The federal government annually reviews the performance achieved by each state and determines whether minimum standards of performance have been achieved. Collectively, four of the five Federal Performance Measures directly influence distributed net collections and the quality of services provided to the clients. The table below shows the Federal Minimum Standards as well as a performance comparison of the six largest California counties. The Federal Performance Measures are further explained and defined in greater detail below.



Big 6 Comparison

FFY 05	Minimum Federal Standards	Orange	Los Angeles	Riverside	Sacramento	San Bernardino	San Diego
Total Caseload	n/a	97,049	470,595	95,751	82,048	145,615	122,966
Percent of Paternity Establishment	50.0%	89.4%	76.6%	83.1%	89.2%	70.7%	84.0%
Percent of Cases with a Support Order Established	50.0%	80.5%	75.4%	79.2%	79.7%	67.7%	81.3%
Percent of Collections on Current Support	40.0%	53.5%	43.0%	43.8%	46.8%	44.0%	46.4%
Percent of Cases with Arrears Collections	40.0%	59.2%	46.8%	58.3%	56.8%	57.5%	53.8%

Compliance

In addition to performance standards, a compliance review is conducted annually by the CSS Quality Assurance Program Improvement staff. The purpose of compliance review is to assess whether the department has met processing timeframes as well as program administration requirements. The Department continues to be in “substantial compliance” with all state and federal requirements. The results of the most recent compliance review audit are reported below.

Case Review – A compliance rate of 96.5% was achieved placing the department in “substantial” compliance which is significantly above the minimum compliance rate of 75%.

Expedited Process – Orders were obtained in 88.9% of the cases within the first six (6) months of service and in 98.5% of the cases within twelve (12) months which exceeds the required 75% within the first six (6) months and 90% within the first twelve (12) months.

Program Administration – All procedural requirements were met including Required Notices, Case Application, Safeguard Activity Report, Declarations of Paternity, Case Transfer, Compliant Resolution Tracking System, Co-locate, and Interim Compromise of Arrears Program.



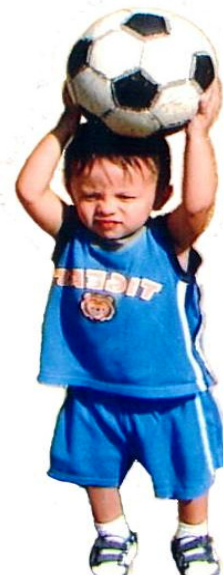
Performance Measure: Percent of Paternity Establishment

The Measurement

The percent of paternity establishment measures the total number of children born to unmarried parents for whom paternity has been acknowledged or established in the federal fiscal year (FFY), compared to the total number of children born to unmarried parents during the preceding FFY.

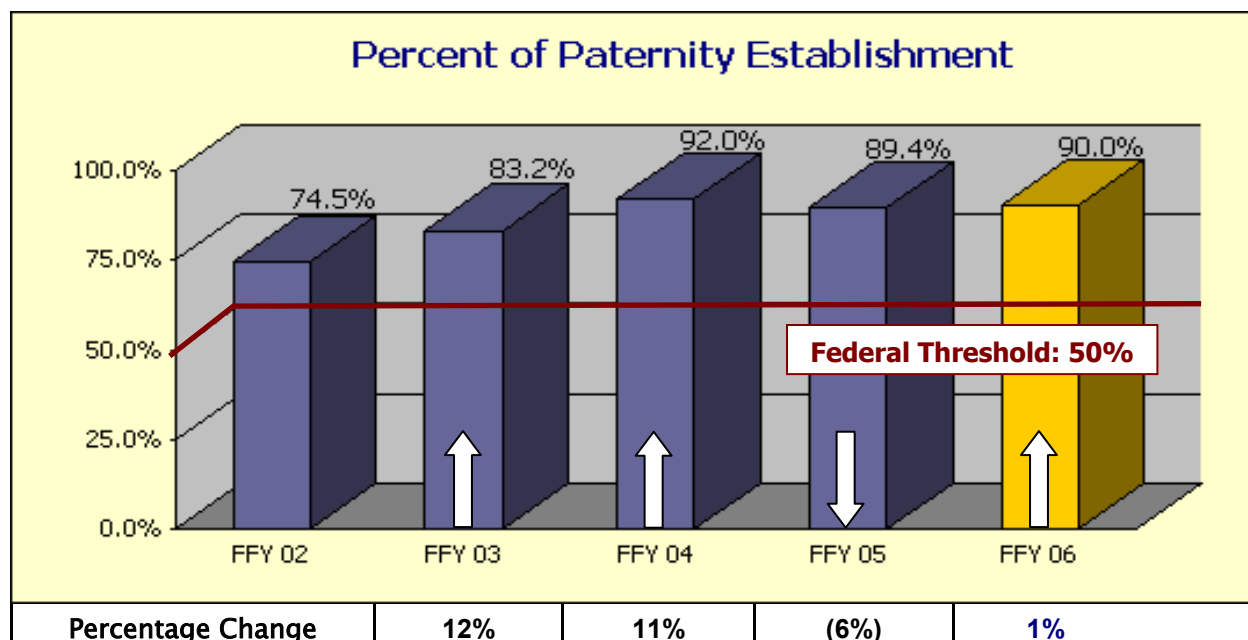
The Value

Establishing paternity or legal fatherhood is the first step to obtaining a support order for a child born to unmarried parents. Paternity establishment provides the same legal rights to a child of unmarried parents as one born to married parents. Paternity rights for a child include parental support, legal documentation of biological parents, and access to medical support, life insurance, inheritance rights, and certain federal benefits, i.e. Social Security or Veteran's benefits. A child is also entitled to have access to family medical history to provide important information on diseases, illnesses, birth defects, and other genetically related health problems.



The Results

CSS achieved a paternity rate of 89.4% in FFY 05. This greatly exceeds federal performance minimum of 50%.



Performance Measure:
Percent of Cases with a Support Order Established

The Measurement

Support orders are broadly defined as all legally enforceable orders, including orders for medical insurance and zero dollar support orders. Percent of cases with a child support order measures cases with support orders already established as a proportion of total cases requiring support orders to be established.

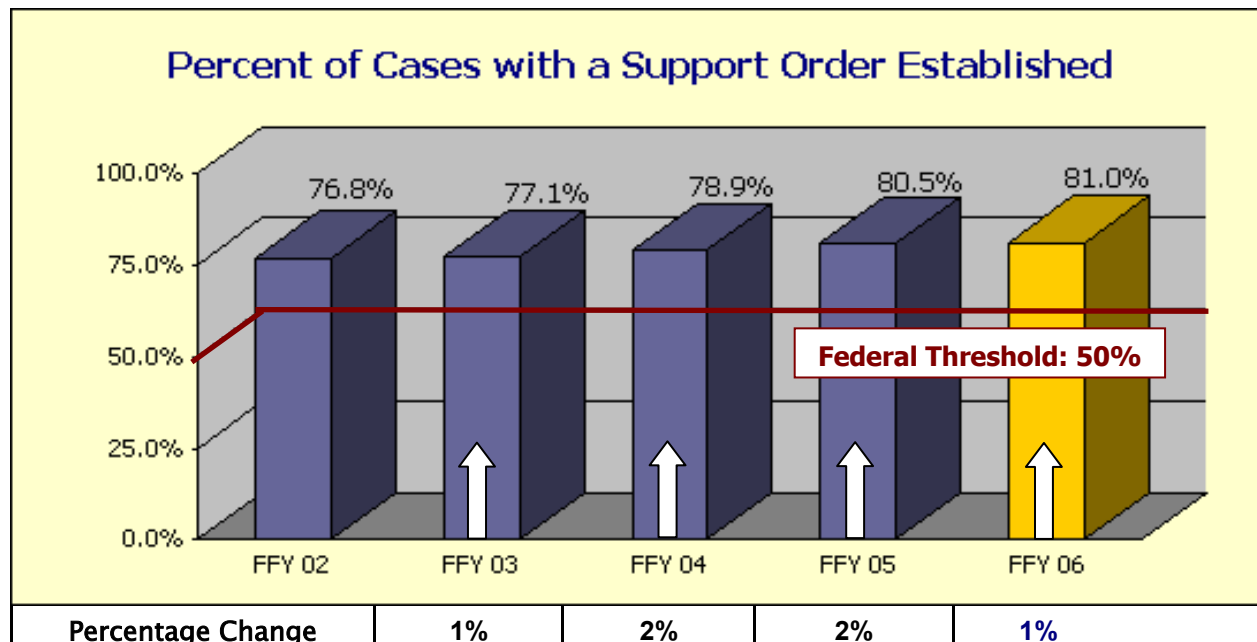
The Value

The prerequisite for collecting child support is establishing a support order. Support obligations are established when the court issues an order directing a parent to support his or her child(ren) and/or former spouse. Court orders are necessary to enforce child support, public assistance reimbursement and/or medical support. There are specified timeframes in which CSS is legally mandated to establish a support/paternity order.



The Results

Percent of cases with a support order established increased to 80.5% in 2005. This greatly exceeds the federal performance minimum of 50%.



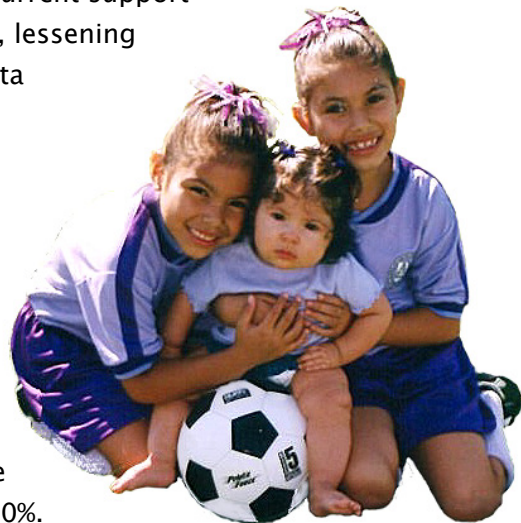
Performance Measure: Percent of Collections on Current Support

The Measurement

Collection on current support measures the total amount of current support due as a percentage of the total amount of current support actually collected during the same FFY.

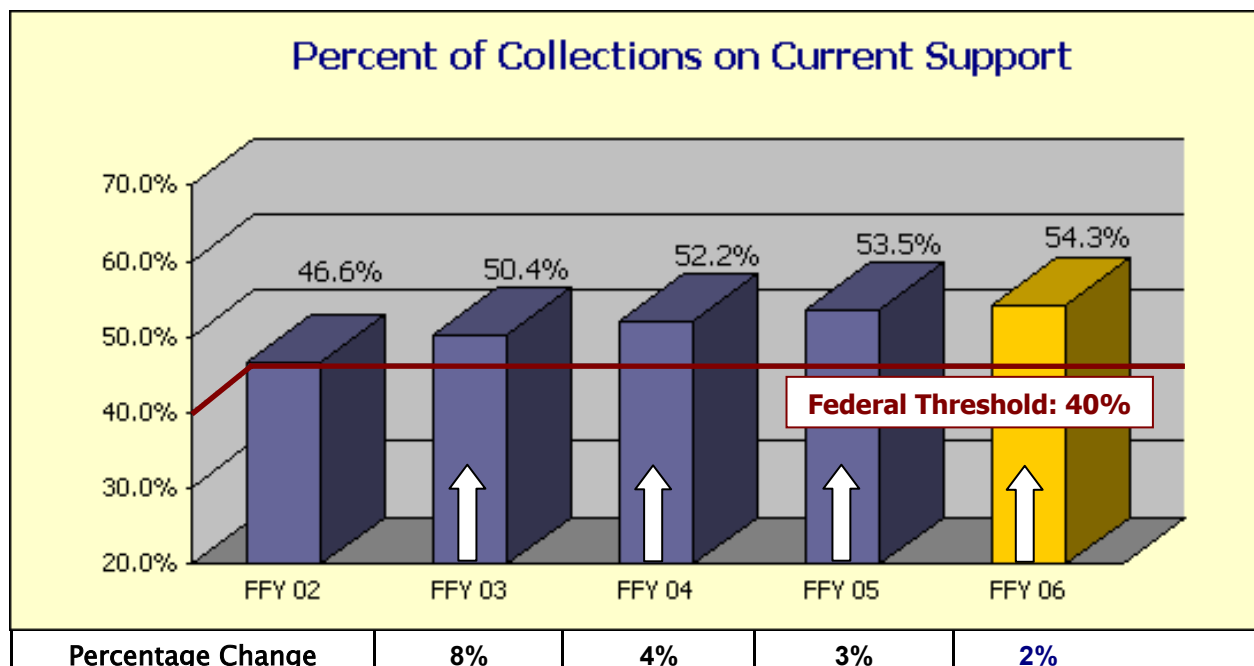
The Value

Collections on current support are essential to the well being of children and promotion of family self-sufficiency. The reliability of current support enables a family to meet basic living and medical needs, lessening the need for a family to rely upon public assistance. Data confirms that the collection of current support reduces the number of cases processed under public assistance while reimbursing taxpayers for the expense.



The Results

Collections on current support are the most critical of the child support Federal Performance Measures. CSS achieved 53.5% in FFY 05 for an increase of 2.5%. This greatly exceeds the federal minimum of 40%.



Performance Measure: Percent of Cases with Arrears Collections

The Measurement

Percent of cases with arrears collection is measured by comparing the total number of cases with arrears owing during the FFY against the total number of cases where some collection has been applied to arrears at least once during the same FFY.

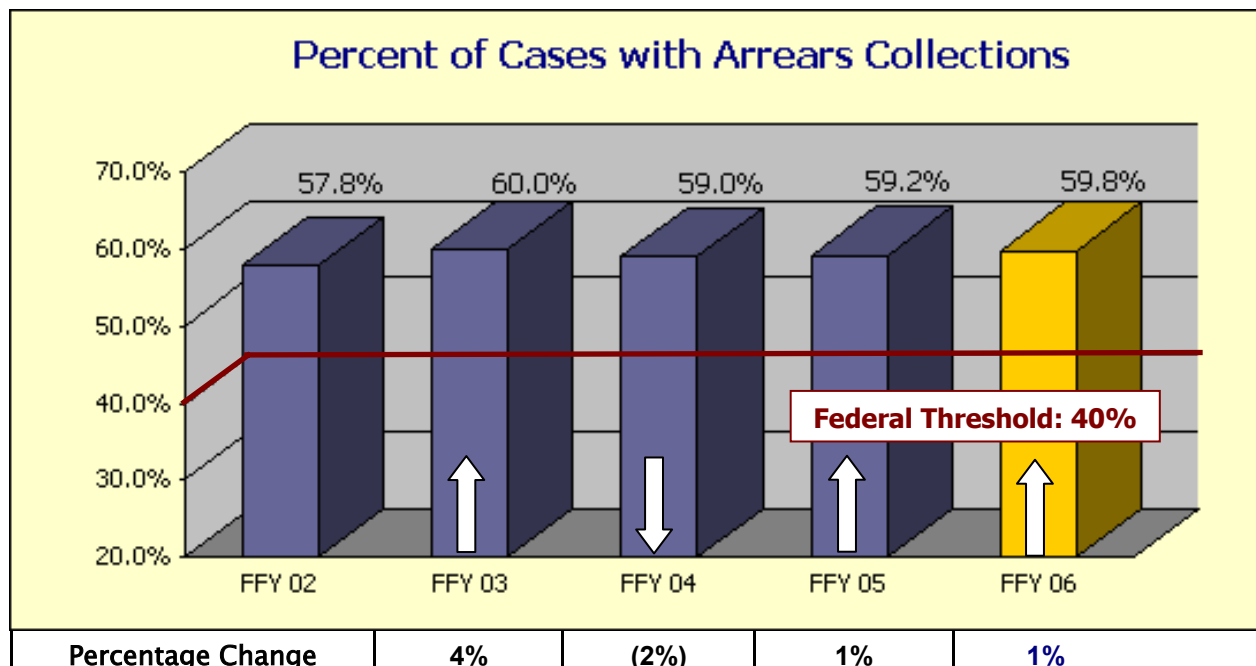
The value

Payment on arrears, along with current support payments, provides a family with income towards basic needs. With regard to welfare cases, collections on arrears also reimburse taxpayers for the cost of public assistance expended. CSS is required to make “some” collection on arrears as part of any court order or order assigning wages.



The Results

CSS achieved 59.2% in FFY 05 which greatly exceeds the federal minimum of 40%. CSS continues to focus on early intervention with clients to reduce and/or eliminate arrearages in cases. Staff is partnering with non-custodial parents to improve working relationships and reduce past due amounts through the establishment of financially appropriate orders which will increase the ratio of support collected to support owed.



The Success of 2005

Collection and Distribution

In FFY 05, CSS collected and distributed \$178.3 million in child support payments for an increase of \$6.2 million or 3.6% over the \$172.1 million collected in FFY 04. The following projects are key factors positively impacting FFY 05 collections:

Case Management – Improving existing day to day enforcement activities proved to be effective. Results indicate an increase in FFY 05 in additional collections of \$3.7 million (\$2.1 million in wage assignments and \$1.6 million in regular credit/debit card payments) over the previous year.

Credit/Debit Cards – Non-custodial parents were given the option of paying their monthly support obligations by credit/debit card. In FFY 05, a total of \$3.2 million in support was made by credit/debit cards, an increase of \$1.6 million or 104.1% over the \$1.6 million in FFY 04. This has proven to be an extremely popular customer service that has increased both collections as well as the percentage of collections on current support.



Quality Assurance Program Improvement Projects (QAPI)



In 2005, new activities in the operational and legal areas were introduced to increase collections, improve performance and enhance customer service. An early intervention project was introduced to reduce the percentage of default orders and engage the non-custodial parent with the child support process. The Legal Unit implemented a new Motion for Judgment process designed to increase the participation of the non-custodial parent. Data indicates that both projects have decreased the number of default judgments and resulted in increased compliance with court orders for the payment of child support. These Action Plans contributed approximately \$270,000 in increased distributed net collections and improved performance in the percentage of collections on current support from 52.2% to 53.5%.

Building on Success

Numerous activities undertaken in the last 12-18 months have contributed to the improvement of performance. These activities will continue to contribute to Departmental success in the coming year.

Reorganization

In October 2005, the 20 Enforcement Teams were redistributed to form 14 teams. This new design allows for core enforcement actions to be taken while specialized work is assigned to designated teams to focus on closings, liens/demands, duplicate cases and automated reports. This increases the quality of case management and places greater accountability on the teams. The Research Team is currently measuring and analyzing monthly performance data to assess the full performance impact of this reorganization.



Customer Service

TECHNOLOGY: The Telephone Assistance Service Center (TASC) responds and directs calls to the department. On an average day over 1,000 telephone calls are answered by the TASC. Recently, the service processes and telephonic systems were revamped. Staff received training to enhance telephone skills, TASC specific job aids were developed and service requirements were established. Enhancements include processing inbound calls to agents in a more efficient manner, desktop display indicating call and agent activities, provision of a “call back” feature when on hold, and recording of all inbound calls for review on a real time basis or at a later date to assure high quality customer service. The result is an overall ability to handle increased inbound calls with fewer staff.



The CSS website was enhanced to improve customer service and casework efficiency. Previously, clients had only the ability to obtain information about case management processes on the website. Now, with the enhancements, cases can be opened on the website thereby eliminating the need to print out, complete and mail in an application for services. Clients can also inform CSS of an address change and request a review of their current child support order.



CSS began to accept credit cards in December 2003. Over \$5 million in child support has been received since inception of the program. Presently, almost \$400,000 per month is paid by credit card. In 2005, approximately 30% of the increase in collections was attributable to credit card payments.

In 2005, the new paradigm of digital case file imaging was introduced to CSS. This system, known as *COSTARS*, will ultimately eliminate the use of paper files

within the Department. *COSTARS* also permits CSS to access the digital image files of 40 other California Counties. *COSTARS* will improve caseworker efficiency as well as expedite service to clients.

Other technology achievements include: implementing an enhanced audit tool, enhancements to a web-based Learning Resource Center and development of a web-based application for use in preparing management reports.

ACTION PLANS: Various projects were implemented in 2005 with a focus on improved customer service and performance. The Pre Default Intervention (PDI) and Expedited Pre Default Intervention (XPDI) projects were two efforts. The goals of each are to increase non-custodial parent participation and establish reasonable monthly child support orders. These projects will decrease the number of default orders, eliminate the expense of going to court to obtain judgments, and yield more consistent child support payments.

Targeted outreach to eligible families for use of CSS to collect child support payments began in 2005. The CSS Outreach Team developed innovative educational materials and utilized other tools to increase awareness of available resources including brochures, website enhancements, local educational television programs, radio broadcasts, and appearances at community events.



Communication

Any success achieved by CSS begins and ends with its dedicated staff. CSS employees are engaged and are committed to the Vision, Mission, and Goals of the Department. Communication between staff, supervisors and managers is critical to ensuring short-and long-term success for CSS. Staff understands not only what we do, but why we do it.

CSS utilizes various formats for staff to learn about changes, voice their concerns, ask questions and share ideas. Examples include: team meetings with staff, supervisors and managers; Business Plan rollout sessions; the Labor Management Committee; employee suggestion program; department meetings; Town Hall meetings; Program Improvement Activity meetings; and Managers Forum sessions. CSS also provides its Policies and Procedures (P&P) Manual, Learning Resource Center (LRC), and Department Handbook to staff on-line. The P&P Manual, LRC and Handbook are continuously updated to ensure staff has access to appropriate and current processes at all times.

QAPI and Program Teams

The CSS Quality Assurance and Program Improvement Team (QAPI) perform key functions in support of core operations within the department. Some QAPI responsibilities include monthly and annual data validation, gap analysis assessments, identifying appropriate staffing resources and streamlining business processes.

The CSS Program Team analyzes child support related legislation and state directives impacting casework and operations. The Program Team develops and maintains the LRC which is the primary business practice resource used by the Department. Standardized business practices have been a key element in maintaining a high level of productivity within CSS. The Program Team also tests and accepts all changes to the current computer system.



Research

Management reports are prepared by the CSS Research Team to monitor project status and to analyze the impact of activities on collections and performance. Data is validated and monthly reports are provided to CSS management which serve as decision-making tools to address both

short-and long-term strategies and planning. The priority of the work is reevaluated on a regular basis to ensure that efforts are focused on the projects most likely to yield improved performance and increased collections.

Training

Providing structured training sessions for the development of staff is standard practice. The members of the CSS Training Team are State Certified Child Support Trainers who support the Department's mission by providing relevant, timely and comprehensive training. Training sessions include: state required Child Support Program Orientation, Generations at Work, Quality Customer Service Training, Caseworker Training, CSS Leadership Training, Income Assessment, Computer Security Policy and Procedures, Litigation, and CCSAS. The team works closely with management in designing and providing needed training and with the state to provide required training for CCSAS.

Partnerships



CSS partners with the non-custodial and custodial parents in its caseload. There are other collaborations that must also occur to succeed. Key partnerships are with employers, the Orange County Board of Supervisors, the State Department of Child Support Services, County Executive Office, Auditor–Controller, Social Services Agency, Probation Department, District Attorney, Franchise Tax Board, Internal Revenue Service, Superior Court, Department of Justice, State Employment Development Department, and the Department of Motor Vehicles. CSS has also partnered with the private sector to assist in making collections and obtaining health insurance information.

Recognition of Staff

CSS regularly acknowledges the hard work and accomplishments of staff. Each month staff is apprised of Departmental performance on collections and federal performance measures through a display in the CSS lobby. A quarterly newsletter called the “Support Report” features information about teams and their efforts to assist clients. Each August CSS holds Staff Appreciation Day to demonstrate the respect and appreciation CSS management has for staff.

2006 OPERATIONAL PLAN

Overview

Improving on the present and planning for the future summarizes the CSS approach to the 2006 Business Plan. It takes many people and a wide range of skills to perform the many roles required to provide child support services each day. During this and coming years, CSS will work to build upon and enhance staff skills to meet the needs of the Department. Improving performance remains critical in furthering the Departmental Vision and Mission. Performance counts and it pays off for the children and families served. In meeting 2006 performance goals, CSS will face many challenges. The performance goals for FFY 06 are:

- ◆ **Increase Distributed Net Collections to \$181.8 million or 2%**
- ◆ **Increase Percent of Collections on Current Support to 54.3%**
- ◆ **Increase Percent of Cases with Arrears Collections to 59.8%**



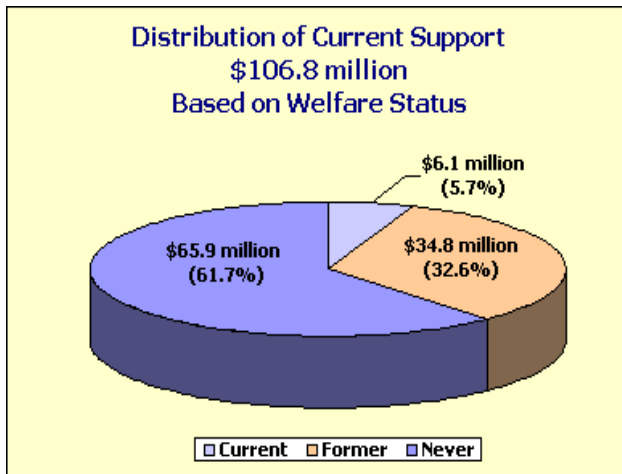
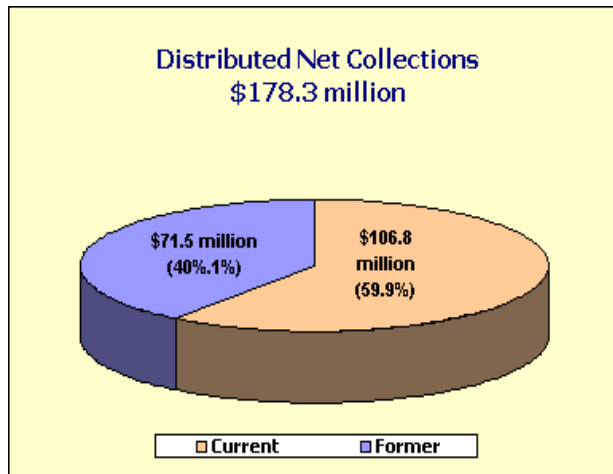
2006 Challenges

For the coming year, CSS has identified three primary challenges:

- ◆ Realignment and restructuring of services and staff to meet funding impact from the state and federal governments
- ◆ Completing the implementation of and conversion to CCSAS
- ◆ Meeting the goals established for 2006

Who We Serve

Although the Child Support Program was initially designed as a revenue recovery activity to offset the cost of public assistance, it has become a regular source of income for children and families. In FFY 2005, 94.2 % of current support collections were distributed directly to families. Consistent receipt of child support has a profound effect on a family and their ability to achieve self-sufficiency and reduce or eliminate the need for public assistance. CSS also enforces medical support court orders for children if that insurance is available at a reasonable cost through the parent's employer. The breakdown of distributed net collections by status is shown in the chart below.



CSS serves clients from throughout Orange County. Of the 97,000 active cases, approximately 15%, or 14,000, are currently receiving public assistance, 45%, or 44,000, formerly received public assistance, and, 40%, or 39,000, have never received public assistance. Clients from Santa Ana and Anaheim represent 49% of the caseload. Approximately 54% of the caseload speak English, 28% speak Spanish, and 17% speak other languages.

Management of Resources

The CSS Budget Allocation consists of 66% federal and 34% state funding. As in the last two fiscal years, there was no increase in budgetary allocation in FY 05/06. Operating costs continue to rise and staff continue to be diligent in finding ways to reduce costs. To operate within funding levels, CSS is working with a high vacancy rate. Where possible, CSS



implemented new technology to improve performance and meet mandates while yielding efficiencies. CSS is also working with the County Executive Office to evaluate funding options to meet both the County and Department financial needs.

Managing a program the size of child support services with its many complexities, compliance requirements and reduced staffing resources is a daily challenge. There is an ongoing need to develop new approaches to service delivery and to revamp its existing operations and functions if efficiencies and cost savings can be obtained. This is the approach for both short-and long-term planning to deal with the range of potential future funding issues at the state and federal levels, whether it is "flat funding" or "worse case funding" scenarios.

In the 2006 Workforce Plan, CSS outlined its strategies to maximize staff's contribution to the Department's success. The Professional Development Academy, initiated in 2005, will be further defined and developed based on CSS needs. The academy will serve as a communication and staff development program for all. Through the CSS Leadership Program, a supervisory training program, emphasis will be on the first line supervisor and their important roles as manager and leader. Management development efforts will be expanded as part of CSS Succession Planning which is a three-tiered approach at the staff, supervisor and management levels. The focus will be on the difference each staff member makes at CSS.

CSS has been working in conjunction with the County Executive Office, the Sheriff-Coroner's Office, and the State Department of Child Support Services in developing and updating business continuity plans and disaster preparedness plans. CSS has taken steps to purchase and house appropriate levels of supplies such as water, first aid, food items, paper products, trash cans, flash lights, etc., in the event a disaster occurs during normal working hours. The goal is to be prepared for up to 72 hours to house staff in the two main buildings of 1015 and 1055 North Main Street, Santa Ana.



Reorganizing and redirecting staff resources to maximize abilities and provide those services offering the greatest level of quality customer service while meeting compliance requirements, improving collections and increasing performance is primary focus for the CSS management team. As CSS faces programmatic challenges during the CCSAS transition over the next year, the need to have cross-trained, well-prepared and

knowledgeable staff engaged in their assignments and commitment to making a difference is critical. The ongoing planning processes in place become more vital to continue success in the delivery of child support services.

Living Within the Budget Allocation

The FY 2005/06 CSS budget was prepared based upon a level funding assumption. As part of this process, CSS continues to review and, where possible, reduce the costs of doing business while implementing practices and technology for increased efficiency and effectiveness. Since salaries and employee benefits exceed 70% of the Departmental budget, the key to living within

a reduced allocation continues to be the reduction of staff. The following strategies have been implemented in an effort to make every available budget dollar count:

- Continuation of a hiring freeze where only critical positions are filled resulting in a high level of vacant positions (11–14%)
- Overtime and extra help staff are utilized in lieu of filling regular positions
- Renegotiation of contracts with vendors including issuing Requests for Proposals or Bids
- Website enhancements for client use including ability to open a case on-line, provide change of address information to CSS and request a review of a current child support order
- Implementation of digital case file imaging
- Audit tool was implemented to calculate interest and arrears balance on cases
- The on-line Learning Resource Center was simplified to give in-house staff the ability to update information
- Targeted outreach to eligible families for use of child support services was implemented
- Strategic Operational Planning was fully implemented and is reviewed regularly
- Units within the Operational Division were reorganized to better utilize available staffing and maximize efficiencies

California Child Support Automation System

The statewide child support system, CCSAS, will be fully implemented in Orange County in the Spring of 2007 and all counties in the state by Fall 2008. CCSAS is intended to deliver efficient



and effective services to all users and clients of local child support agencies (LCSA). The state annually pays over \$200 million in penalties for failure to implement a statewide child support automation system. Statewide implementation of CCSAS will eliminate this penalty.

The State Department of Child Support Services (DCSS) is working with the Franchise Tax Board (FTB) in the planning, development, implementation, and operation of the new system. The two basic components that make up CCSAS are the State Distribution Unit, or SDU, and the Child Support Enforcement System, or CSE. The SDU is a single statewide location where all payments are received, processed and disbursed. The CSE is a single statewide database of child support information.

The state has begun implementation of the SDU and will complete the statewide roll out by June 2006. The Department implemented the SDU in January 2006. While custodial parents may experience some initial delays in receipt of payments, the problems will be temporary. CSS has

advised both custodial and non-custodial parents of the changes and we do not anticipate significant problems. Custodial parents have been informed that all future child support checks will be issued by the State of California after January 3, 2006. Development of the CSE is in progress and includes the efforts of DCSS, FTB, LCSAs, and various business partners. CSE will be implemented in Orange County in spring 2006 and statewide by fall 2007. It is expected that CCSAS will improve performance and efficiency statewide when fully implemented.

Increasing Performance in 2006

CSS faces funding challenges at the state and federal levels. Staff resources have been reduced through attrition caused by decreased funding and increased costs. CSS continues to analyze and adjust current practices and focus on its core functions to make every effort to meet the Department's goals of increasing collections and improving performance. The ultimate goal is to create a child support system that can be relied upon by families as a consistent source of income. To reach this goal, the Department will take the following actions to increase collections and overall performance:

- Based on demographic data, focus targeted outreach to cities within the County in an effort to increase non-welfare cases and collections
- Reduce default orders and increase the participation of non-custodial parents in the process
- Intervene at the earliest possible moment with non-paying parents to increase compliance with court orders for the support of their children
- Increase the number of children with health insurance
- Analyze current Department activities to insure that the most effective and efficient projects and strategies are pursued and maintained
- Continue to redirect resources where necessary to ensure the effective implementation of CCSAS
- Continue to use technology to improve efficiencies and performance
- Continue to develop training to meet changing operational and staff development needs
- Update and revamp the long-range Strategic Operational Plan as necessary
- Continue to look for other funding opportunities including grants and maximizing trust funds to match federal dollars
- Monitor staffing levels to remain within funding allocations
- Represent the County's best interests at the state and federal levels
- Continue to look for new, innovative approaches to "doing the work" that will best contribute to the department's goals



Strategies in Support of the 2006 Business Plan Goals



Strategy 1: Improve Organizational Performance

Service Plan 1.1 – Reduce default orders

Increase Distributed Net Collections
Increase Percent of Collections on Current Support

Service Plan 1.2 – Intervention with Non-Paying Non-custodial Parents

Increase Distributed Net Collections
Increase Percent of Collections on Current Support
Increase Percent of Cases with Arrears Collections

Service Plan 1.3 – Create a plan to identify children in CSS caseload who have medical coverage through collaborations with other interested County departments

Collaborative relationships in place in anticipation to medical support becoming a federal performance measure in near future

Strategy 2: Improve Process Management

Service Plan 2.1 – Increase Non-Welfare Cases Through Targeted Outreach

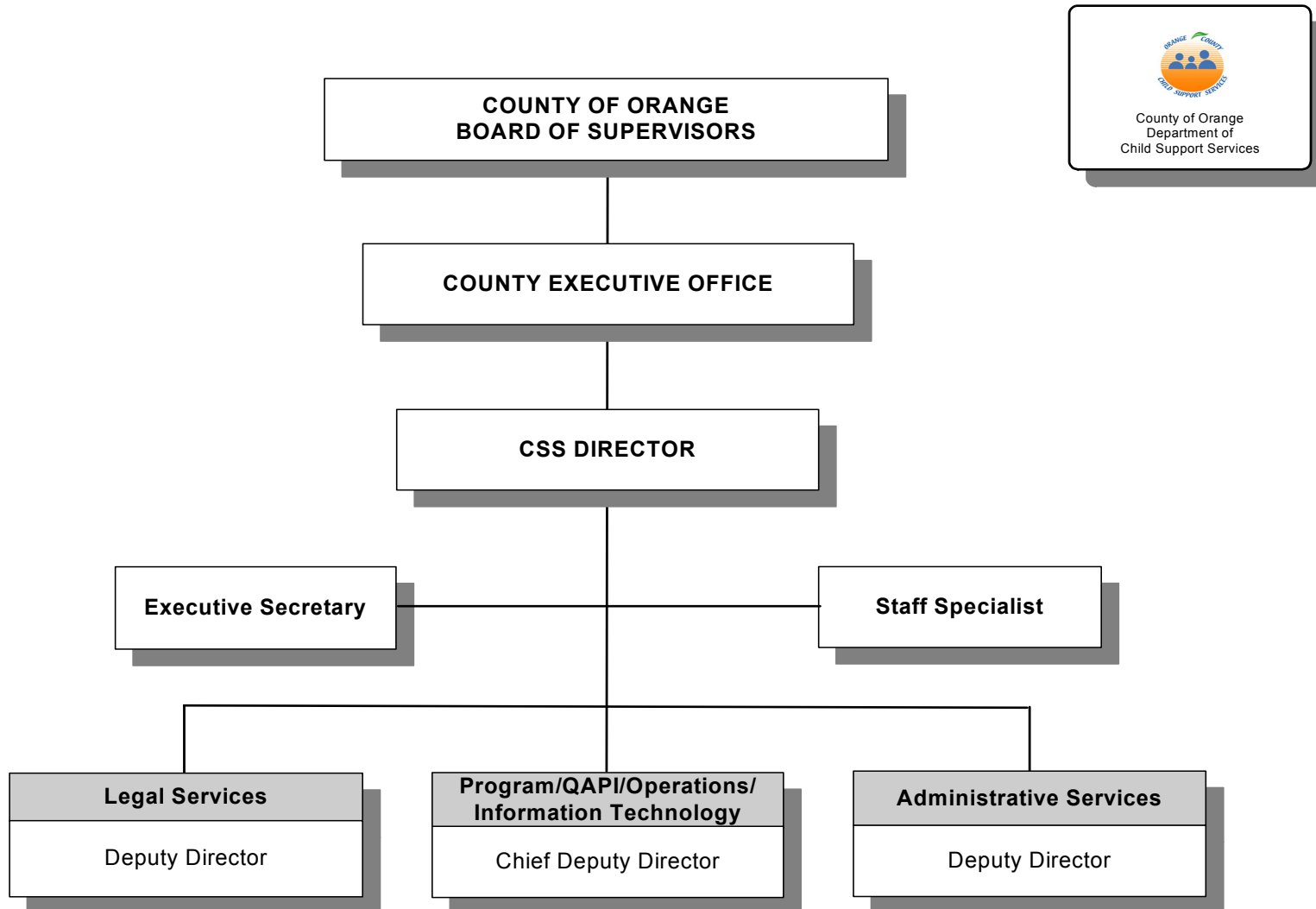
Increase Distributed Net Collections
Increase Percent of Collections on Current Support
Increase Percent of Cases with Arrears Collections

APPENDICES

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ORGANIZATIONAL CHART



ORGANIZATIONAL STRUCTURE

CSS has 753 regular budgeted positions organized into four divisions under the Director of Child Support Services: Administrative Services, Legal Services, Operations, and Program/QAPI/Information Technology. The following is a brief description of each division and its teams or units:

Administrative Services – Provides department-wide administrative support functions:

- ❑ Accounting Services Unit
- ❑ Facility Operations Unit
- ❑ Fiscal and Management Services Unit
- ❑ Human Resources Unit
- ❑ Research Unit
- ❑ Training Unit

Legal Services – Provides legal advice and direction to office leadership, case specific advice and direction, and handling of all case actions involving court interactions:

- ❑ Attorney Clerk Unit
- ❑ Attorney Unit
- ❑ Investigations Unit
- ❑ Paralegal Unit

Operations – Provides case management services to clients and other operational support units:

- ❑ Case Initiation Teams
- ❑ Enforcement Teams
- ❑ Establishment Teams
- ❑ Financial Teams
- ❑ Ombudsmen
- ❑ Public Contact Teams
- ❑ Specialized Teams

Program/QAPI/Information Systems – Consists of teams with a specific function in their effort to provide operational directives, ensure program compliance, and technical support services:

- ❑ Information Technology Unit
- ❑ Program Team
- ❑ Quality Assurance/Program Improvement Teams

TEAMS

EXECUTIVE TEAM

Jan Sturla
Director

Winnie Hewett
Deputy Director
Administrative Services

Steven Eldred
Chief Deputy Director

Kevin Harrison
Deputy Director
Legal Services

Nancy Kolodisner
Assistant Deputy Director
Operations

Dolly Lomeli
Assistant Deputy Director
Program/QAPI/
Information Technology

BUSINESS PLAN TEAM

Strategists:	Executive and Management Teams
Authors/Contributors:	Jan Sturla, Winnie Hewett, Mark Takayesu, Nicole Lê, Gabriel Jaimez, Maria Nofal, Barbara Mizerek, Philip Untalan and children of CSS staff
Rollout Design:	Barbara Mizerek and Kimberly Cormany

LABOR MANAGEMENT COMMITTEE

Co-sponsors:	Jan Sturla (CSS), Jennifer Canzoneri (OCEA)
Officers:	Brian McBride (Co-Leader), Kent Ritter (Co-Leader), Debbie Fyvie (Historian)
Other Members:	Dave Black, Robert Dunham, James Martin, Martha McCool, Marilen Steiger, Cindy Tran-Chang

2005 BUSINESS PLAN SUMMARY OF ACCOMPLISHMENTS

The two strategies in the 2005 Business Plan were developed with process efficiency and cost control in mind, while achieving the department's goals of increase distributed net collections, increase percent of collections on current support, and increase percent of cases with arrears collections. The progress and accomplishments are summarized below.

STRATEGY 1: IMPROVE ON ORGANIZATIONAL PERFORMANCE	
Service Plan 1.1	Reduce default orders.
<ul style="list-style-type: none"> Pre Default Intervention Express Pre Default Intervention 	<p>Overall:</p> <ul style="list-style-type: none"> 1,675 cases were scheduled for an appointment from October 2004 to September 2005. Out of these cases, 822 cases were extracted for financial analysis, as these cases had an established enforceable order as a result of PDI/XPDI. Of the 822 cases, NCPs appeared in 311 cases (37.8%) and failed to appear in 511 cases (62.2%). In-office service was completed in 252 cases (41.7%) of the cases scheduled for XPDI appointments. <p>Distributed Net Collections:</p> <ul style="list-style-type: none"> Overall, cases with stipulated dollar judgments yielded \$44,237 or 61.8% in distributed net collections more than cases with defaulted dollar judgments. This is due to the substantial difference in per case collection between the two groups. Specifically, cases with stipulated dollar judgments averaged \$999 per case in distributed net collections, whereas, cases with defaulted dollar judgments averaged \$174 per case in distributed net collections, a difference of \$825 or 474.1%. <p>Federal Performance Measure 3:</p> <ul style="list-style-type: none"> Cases with stipulated dollar judgments contributed substantially to Federal Performance Measure 3 (Percentage of Collections on Current Support). Specifically, cases with stipulated dollar support judgments achieved 54.8% and cases with defaulted dollar judgments achieved 13.1% in Federal Performance Measure 3, a percentage difference of 318%. <p>Distribution on Arrears:</p> <ul style="list-style-type: none"> Overall, cases with stipulated dollar judgments yielded \$3,818 or 26.3% more in arrears collections than cases with defaulted dollar judgments. This is due to the substantial difference in per case collections of arrears between the two groups. Specifically, cases with stipulated dollar judgments averaged \$158 per case in arrears collections, whereas, cases with defaulted dollar judgments averaged \$35 per case in arrears collections, a difference of \$123 or 347.6%. This has an underlying effect on increasing Federal Performance Measure 4.

STRATEGY 1: IMPROVE ON ORGANIZATIONAL PERFORMANCE	
Service Plan 1.2	Intervention with non-paying non-custodial parents.
<ul style="list-style-type: none"> Off the Shelf Review 	<ul style="list-style-type: none"> The 2,025 cases with current support due yield an overall increase of \$174,889 or 18.3% in total current support distributed from pre-review (\$954,611) to post review (\$1,129,500). Of the 665 cases reflecting improvement post review in percentage of collections on current support, 279 cases or 42% improved performance as a result of enforcement actions taken by staff. Of the 279 cases positively affected by the Off the Shelf Review Project, 167 cases or 59.9%, had no collections six months prior to the reviews and had collections six months post review. Of these same 279 cases, 112 cases or 40.1% had collections six months prior to the reviews and increased collections after the reviews.
STRATEGY 2 – IMPROVE PROCESS MANAGEMENT	
Service Plan 2.1	Increase non-welfare cases through targeted outreach.
<ul style="list-style-type: none"> Public Outreach 	<p>In FFY 05, Public Outreach Unit or Legal staff provided presentations based on various child support topics. In addition, Public Outreach Unit staff prepared, printed, distributed child support literature and was available to answer participants' questions at various events. The following is a brief synopsis of Public Outreach accomplishments in FFY 05:</p> <ol style="list-style-type: none"> Public Outreach Unit staff participated at seven public information/outreach events in which: <ul style="list-style-type: none"> 968 people visited the CSS table/booth/special events requesting child support information. 2,320 community-based organizations' staff members/clients, colleges, and legal organizations participated. 163 community members of collaborative organizations participated. I-CAN! Kiosk. The public printed 3,951 child support related forms from the CSS automated self-help legal kiosks in FFY 05. New Website Design Project. In FFY 05, CSS created a new friendlier, more professional website that offered clients the ability to submit service requests on-line. Within a period of four weeks, clients submitted 353 service requests on-line. Challenges/Lessons Learned This Year. In 2005, the CSS focused its Public Outreach resources on using media venues to market the services provided by the LCSA. In addition, Public Outreach accomplished the creation and implementation of on-line tutorials which enable clients to submit vital customer service requests on-line. CSS is expected to benefit from allocating Public Outreach resources in line with efforts designed to increase child support collections and decrease arrears.

CHILD SUPPORT SERVICES FACT SHEET

Main Location

1055-1015 North Main Street
Santa Ana, California 92701

Branch Locations

Intake CW East

1928 South Grand, Building C
Santa Ana, California 92705

Intake CW West

6100 Chip Avenue
Cypress, California 90630

Intake CW North

3320 East La Palma
Anaheim, California 92806

Intake CW South

23330 Moulton Parkway
Laguna Hills, California 92653

Number of Budgeted Positions: 753

County Budget FY 05/06: \$55,138,862

(includes State allocation and Trust Funds)

FFY 05 Caseload:

97,049

FFY 05 Collections:

Total	\$178.3 million
Per Case	\$1,813



Orange County
Department of
Child Support Services